



YMCA OF THE NORTH SHORE

# SHAPING OUR FUTURE



2030 STRATEGIC PLAN  
**UPDATES & RESULTS**  
APRIL 2024 – JUNE 2025

# STRATEGIC PRIORITY I:

## ELIMINATING BARRIERS FOR EVERYONE

By 2030, our YMCA will set the standard for meaningful experiences for individuals and families who seek to engage with us. We are dedicated to eliminating financial, physical, and systemic obstacles that hinder participation, ensuring that everyone, regardless of their background or capabilities, can fully take part in all that the Y has to offer.



### GROWING OUR IMPACT

- **Early Education:** Expanded access to **72 children** through a new early learning center at New England BioLabs.
- **School-Age Care:** Providing enrichment for **150 more children** in new in Georgetown, Amesbury and Newton, NH.
- **Summer Camp:** Expanded summer camp programs into Groveland and Haverhill, allowing children to access safe and fun experiences closer to home.
- **Membership:** Launched a new Member Support Center to grow impact and improve member experience. Enhanced access and retention.



### DESIGNING FOR ALL

**Greater Beverly YMCA Locker Room Project:** Renovation and upgrades to our Beverly locker rooms go beyond basic compliance and exceed many ADA benchmarks, including:

- wider corridors
- more ADA-compliant toilets and shower rooms
- paddle-operated doors
- additional adult changing tables



### ADVANCING SPECIALIZED PROGRAMS

- **Water Safety for Neurodiverse Youth:** Expanded our Water Wise program to four additional communities: Marblehead, Ipswich, Gloucester, and Salem to ensure more children have access to adaptive swim instruction.
- **Introducing Beginner Water Wise for Younger Children:** Recognizing the importance of early intervention, we launched a new parent-and-child swim program modeled after traditional early swim instruction to provide comfort and continuity as they build foundational water safety skills.



## STRENGTHENING SUPPORT SYSTEMS

- Our Y unveiled a new intake process for our campers with diverse abilities. Led by our team of Inclusion Specialists and Behavior Technicians, **we successfully completed 302 intakes.**
- **Turning Vision into Action:** Through the successful award of the Commonwealth Cares for Children (C3) grant, the YMCA is building a comprehensive staffing model that ensures every child, especially those from priority populations, has the support needed to thrive in our programs. This plan brings to life a network of professionals focused on family engagement, social-emotional development, case management, and continuous educator learning.



## EXPANDING HOUSING INITIATIVES

- **Welcoming New Residents to John J. Meany Senior Housing:** Our Y built 44 one-bedroom apartments, **welcoming 60 new residents** to the John J. Meany Senior Affordable Housing development in downtown Gloucester.





# STRATEGIC PRIORITY II:

## INNOVATING STAFF DEVELOPMENT & TRAINING

By 2030, our Y will shape meaningful career pathways, invest in leadership training, and build an environment where employees feel recognized, supported, and motivated to grow. Through forward-thinking initiatives and key collaborations, we will strengthen our reputation as a premier employer, one that draws in, develops, and keeps top professionals dedicated to our cause.



### LEADERSHIP AT EVERY LEVEL

- **Future Forward Innovators:** A first-of-its-kind opportunity to participate in a leadership development, coaching, listening, and collective-visioning cohort to harness the collective strategic insights of our young Y leaders.

#### This dynamic opportunity will:

- create a synergy between the senior leadership team and emerging proven leaders
- develop strategies to ensure even greater relevance for our Y's long-term direction
- support professional development, leadership, and career-building skillsets
- be a voice of the next generation
- bring together a group of leaders who create peer support and share feedback



### COMPENSATION & FINANCIAL BALANCE

- Our YMCA Board of Directors unanimously approved a **12% retirement benefit for eligible staff.**



### MODERNIZING TRAINING & LEARNING

- **Enhancing Staff Preparedness:** Our Y partnered with McLean Hospital, a nationally recognized leader in mental health care to equip our staff with training, coaching, and education to better support emotional and the behavioral needs of youth in our programming.
  - More **350 summer camp** leaders trained
  - Engaged over **130 school-age staff** across **32 sites**
- **Prioritizing Mental Health First Aid Across Teams:** Our Y launched a year-long initiative to embed Youth and Adult Mental Health First Aid (MHFA) training into our organization.
  - **Trained 130 staff** across multiple departments
  - **Hired 2 certified MHFA trainers**



- **Adopting Lifeguard Eye for Aquatic Safety:** Implemented **Lifeguard Eye**, a cutting-edge monitoring system in our Greater Beverly YMCA natatorium. This technology provides real-time alerts to lifeguards when someone is underwater too long or unresponsive, adding a critical layer of safety and enabling faster intervention.
- **Introducing Trauma-Informed Approaches in Health & Wellness:** **60 health and wellness staff** participated in an overview of trauma-informed yoga and weightlifting. These approaches center on safety, empowerment, and trust, helping staff deliver programs that are mindful of the diverse experiences of participants.



## BRINGING OUR MISSION TO WORK

- **Elevating the Swim Instructor Role Through National Certification:** Delivering a robust, evidence-based swim curriculum is central to our mission of ensuring all children are safe in and around water. To support this, our Y is committed to certifying all swim instructors through the Certified YMCA Swim Instructor program. This national certification not only standardizes instructional quality but also deepens instructors' connection to the impact of their work.
- **Specialized Training Pathways for Parent/Child Swim Programs:** Recognizing the unique needs of our youngest swimmers and their caregivers, we developed a specialized training track for instructors delivering our parent/child swim curriculum. This targeted approach ensures instructors are well-prepared to foster safety, skill-building, and connection in the water. As of June 2025, **we have certified 86 swim instructors.**



## MAKING GROWTH A LEADERSHIP PRIORITY

- Our Y partnered with Susan Leger Ferraro to bring the Superloop training and philosophy to our education team. Susan has developed a leadership program called SuperLoop. This program includes 7 courses: Learning to Learn, Strengths-Based Leadership, Authentic Communication, Priority vs Preference, Art of Listening, Regenerative Leadership, and Leadership Academy, and is combined with on-the-job coaching.



# STRATEGIC PRIORITY III:

## CLOSING THE GAP: DOLLARS GIVEN & DOLLARS RAISED

To build long-term financial strength, our Y will take a fresh approach to growing and managing charitable giving. By fostering strong donor relationships, providing clear communication, and working with private and public funders, we will close the gap between funds raised and resources provided, expanding our reach while ensuring financial stability.



### BUILDING STRONG ALLIANCES FOR GREATER REACH

- **Leveraging Partnerships to Expand Swim Safety Access:** Our Y secured over **\$68,000** in funding from Y-USA, USA Swimming, and the Massachusetts Department of Conservation and Recreation to expand swim lesson access for underserved populations.

Through this investment, we've provided **complementary swim sessions to 580 children**, dramatically increasing water safety in our communities. This work is made possible through strong alliances with Pathways, local school districts, and Head Start organizations, who help us identify and serve families in greatest need.







UPDATES & RESULTS  
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## ASSOCIATION LEADERSHIP

Chris Lovasco, President & CEO  
Pete Avila, Vice President of Facilities  
Ranjeev Benjamin, Executive Director of Mental Wellness  
Marge Cregg, Chief Advancement Officer  
David Goodwin, Executive Director of Housing  
Rebecca Imperiali, Vice President of Charitable Giving  
Gerald MacKillop, Chief Operations Officer  
Cyndi Marchand, Executive Director of Education  
Mari Matt, Chief Human Resources Officer  
Kevin McCarthy, EVP & Chief Financial Officer  
Jamie McGrath, Vice President of Project Management  
Alysha Monfette, Chief Marketing Officer  
Darlene Moulton, Vice President of Risk Management  
Lisa Sungy, Vice President of Administration  
Scott Todaro, Vice President of Information Technology

## LOCAL YMCA EXECUTIVE LEADERSHIP

Erina McWilliam-Lopez, Executive Director, Cape Ann YMCA  
Tim Flaherty, Executive Director Greater Beverly YMCA  
Tracy Fuller, Executive Director, Haverhill YMCA  
Chris Bevilacqua, Executive Director, Ipswich Family YMCA  
Brian Flynn, Executive Director, Lynch/van Otterloo YMCA  
Barbara Gallagher, Executive Director, Plaistow Community YMCA  
Charity Lezama, Executive Director, Salem YMCA

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## LOCAL YMCA BOARDS OF DIRECTORS

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